

4 February 1976

NOTES FROM MANAGEMENT COMMITTEE MEETING
4 February 1976

OP's Proposal for a New Approach to Management of
Agency Supergrade Positions, Ceiling and Personnel

- ° C. Duckett opened the discussion by inviting any observations relative to the D/Pers proposal of 23 Jan 1976.
- ° [] alerted the members that their "package" contained the original 9 Dec 75 OP paper, a memo from [] one from [] and the current OP proposal dated 23 Jan 76. He asked that the original 9 Dec 75 memo be disregarded except as a reference to the revisions adapted in the 23 Jan 76 proposal.
- ° Mr. Carver stated that as Chief, NIO he agreed with [] point (in his memo) that the Intelligence Community organizations should have supergrade allowances separate from the Agency per se. Mr. Duckett stated that ICS, NIO etc. got their SG allowances based on previous justifications (ONE etc) and were part of the Agency's current []
- ° J. Blake stated that the purpose behind the current proposal was to establish a new structure for management of supergrade allowances and suggested that the ICS, NIO ceiling topic be reserved for subsequent discussion by the Management Committee. [] and Carver agreed.
- ° [] stated that ICS must have a T/O structure that can accommodate the type of senior level officers necessary to do the work of ICS. He'd like to see SG positions established on the T/O over and above the SG allowances for ICS.
- ° Jack Blake, AD/Pers and several other members advised [] that the OP proposal recommends that this be permitted.
- ° J. Blake explained to the members that [] had changed the policy in 1972, requiring that the number of SG positions cannot exceed the allocated SG ceiling for the component.
- ° [] then referred to changes made in the current OP paper that were based on [] paper (elimination of the SG Panel) and inclusion (based on [] paper) of exceptions to elimination of formal SG status for Contractual officers where the role of the officer required such status.

- Mr. Proctor stated that the proposal did not address a problem he has encountered as regards DDI supergrade careerists on assignment to O/DCI elements who are promoted while on these tours but whom he simply can't accommodate at their grade level when they return to the DDI.
- C. Duckett stated that he has had the same problem from time to time.
- G. Carver stated that it appeared to him that the new SG Board should have a "say" regarding SG promotions.
- J. Blake asked Mr. Proctor if he had been consulted and given the chance to coordinate on such promotions when they were initiated. Mr. Proctor stated that he had been consulted and in effect indicated non-concurrence but the promotions were approved by the DCI.
- J. Blake stated that the Board might eventually expand their charter to review of promotions but suggested that the Management Committee consider the initial charter as contained in the OP proposal. Once this is working then consider expansion.
- Mr. Proctor stated that future career assignments must be considered when people are "detailed" out to other jobs but indicated agreement that that subject could be discussed further rather than in the context of the current proposal.
- Mr. Duckett stated that the OP proposal stressed oversight by the Board of SG positions but didn't address SPS position management. He asked that the concept be expanded to assure SPS'ers the same consideration as SG's since SPS positions had comparable status. It was generally agreed that such changes should be made to include SPS position and ceiling management in the Board's purview.
- STATINTL ◦ [] stated that he was - without sounding critical - concerned over PMCD's role in SG position reviews. In essence he was concerned with the need to improve PMCD's professional staff capabilities. He stated that a GS-12 survey officer simply didn't have the experience to have familiarity with the real scope and impact of substantive senior level jobs and tended to follow the rules of how many people were supervised and so on. He believed more senior officers might be assigned to PMCD to evaluate SG jobs.
- STATINTL ◦ G. Carver added his agreement with [] views based on his "experience" that SG jobs were evaluated on "head-counting" of subordinates, rather than the functional substance of the job itself.
- STATINTL ◦ [] stated that these (i.e., Messrs [] Carver) comments STATINTL regarding how PMCD arrived at position classification judgments were not accurate and required his response. He stated that PMCD

position reviews involved a wide array of considerations before arriving at a determination of the relative level of a position. Reference to "head-counting" as the basis for adjudication of senior positions was simply not true. He further commented that GS-12 level officers did not make the final determinations on Agency supergrade positions.

- J. Blake stated that PMCD was now under new leadership and actions have already been initiated toward improving the effectiveness of the program. He further stated that he agreed that a need existed to assign officers to PMCD who have had good solid experience in the operating components with insight into the functions involved in senior level positions (he then cited the type of broad experiences that [redacted] has had as an example).
- J. Blake then suggested that the discussion be redirected to the proposal at hand and pointed out the essential importance of the PMCD function and strengthening the management system with participation by top management.
- STATINTL
◦ [redacted] then cited the recent "Report to the President" by Chairman of the CSC and the Comptroller General's Report to the Congress, dated 4 Dec 75 which clearly signaled the new emphasis of the Ford Administration on strengthening position management and classification controls as a means to reduce costs. STATINTL
[redacted] then read extracts from the cover of the Comptroller General's Report.)
- J. Blake stated that the Agency must strengthen our mechanisms or be caught short when GAO starts looking at our systems.
- C. Duckett expressed his agreement but wanted to make a comment relative to Nelson and Carver's points that many jobs warrant SG status although they do not encompass managerial responsibilities. He stated that SPS jobs might be utilized to better advantage in those situations where managerial functions did not pertain.
- Duckett then asked for any further comments. [redacted] questioned the "voting" procedures (page 4 para 4,g of the proposal) as to whether such a formal procedure was really necessary. All members agreed that the wording should be changed to soften the procedure from "voting" to the "concensus or views of the Board."
- Mr. Proctor then suggested that once the new SG Board starts operating all members should avoid keeping "scorecards" on numbers of cases approved by Directorate and keep judgments on the basis of merits of the case at hand.



- Mr. Duckett supported Mr. Proctor's observation and agreed that the minutes of the SG Board should be very simple with "score-carding" avoided. He then proceeded to close the meeting with the summation that the proposal has been unanimously approved subject to modification of the wording as regards elimination of the "voting" procedure.



Deputy Director of Personnel
for Plans and Control

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Note: After the formal meeting
 *suggested to*
Dir. Carver that he needed
to be better informed of
the techniques used by PMCD
in conducting their surveys
and Classification reviews. Carver
acknowledged that he had
impressions based on relatively
limited experience & would like
to be briefed by someone from
PMCD. But suggested that
of work up such a briefing
by C/PMCD - 

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